

Developed by Dr. Sheila Murphy under contract to
the Yuma County Workforce Investment Board (YPIC)

Common Vision for Business Outreach in Economic Development & Workforce Development

Program Objectives

- Define business outreach
- Describe a theory of shared vision, goals, objectives, and strategy for ED and WD
- Specify competitive advantages in the region
- Determine practical approaches for mutual support and integration by professionals in ED and WD
- Specify roles in ED and WD, as well as a role for elected officials
- Identify appropriate incentives for stimulating growth and development
- Assess the business community's understanding and buy-in of vision for outreach.

Business Outreach Definition

- Business Outreach is a catalyst for building communities that can sustain themselves over the long-term.

Business Outreach Components

- Corporate support to underserved communities
- Advisement / mentoring / technical assistance to communities
- Committed services in targeted disciplines designed to develop enterprise
- Increase micro-enterprise within communities through targeted support

Communities are developed
by investing in their
**Economy and
Human Skills & Capacity.**

WD's Role in Business Outreach

- Human capital represents the core competitive advantage of a region
- Collaborate with E.D. to
 - Identify existing skill sets in the region
 - Identify gaps
 - Plan for structured growth & development
- Identification of entrepreneurial talent & initiatives
 - Represents opportunity for short & long range development

Which comes first: E.D. or W.D.?

- The two must work together continually.
- They both visualize communities optimally by
 - Focused identification of “selling points”
 - Pointing out gaps that need to be developed
 - Skill
 - Infrastructure
 - Capital

Shared Developmental Goal

- Increase the employment, retention, and earnings of participants, within a prospering community where investment is made in human skill and capital
- Increase occupational skill levels of participants
- Meet the demands of performance in a growing economy
- Improve the quality of the community and the workforce
- Generate greater productivity
- Reduce welfare dependency
- Make the nation more competitive in world markets

Why Now?

- Global competition
- Growing underclass
- Capacity Gaps
- Opportunity

7 Propositions

Based on
International Economic Development Council

- Workforce Development and Economic Development must look at themselves and each other as parts of a single, powerful entity.
- Address the value proposition: align measures of success to help answer the question “why”
- Bridge the gap between professional cultures

7 Propositions

(Continued)

- Streamline and clarify to a single, shared agenda (look for commonalities in perspective – what are we both trying to do?)
- Maximize resources by shared allocation and shared planning
- Align service areas to clarify responsibility
- Help elected officials become champions of change

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Belief Systems:

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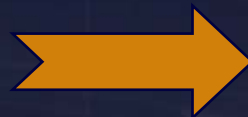
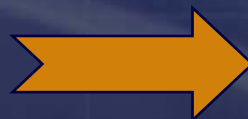
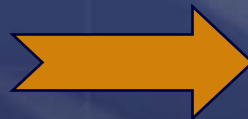
Old Economy Versus New Economy

OLD BELIEFS

Cheap place to do
business was the goal

Attracting companies
was the focus

ED was government-led.



NEW BELIEFS

A community rich in
ideas and talent is the
goal

Attracting educated
people is the focus

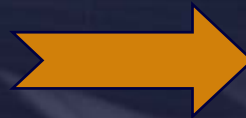
Bold partnerships among
businesses, government
and the non-profit sector
have the sole power to
bring about change

Belief Systems: Old Economy Versus New Economy

OLD BELIEFS

A high-quality physical environment was a luxury that conflicted with attracting cost-conscious businesses

Regions gained from having some constant resource, such as a commodity like oil.



NEW BELIEFS

Physical and cultural amenities are vital to attracting knowledge workers

Regions prosper when organizations and individuals learn and adapt

Select two of the following questions for your group:

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- 1) How does our community's self-definition relate to the old economy and new economy beliefs?
- 2) What opportunities exist for updating or renewing our region's self-definition?
- 3) Why would someone want to relocate to or continue living in our community? How can we maximize the currently perceived value of our community?
- 4) What opportunities exist for citizens in different age categories to thrive in our community?
- 5) What opportunities for business growth and expansion are ready to be acted upon?
- 6) What obstacles have so far kept our community from growing?
- 7) How can we overcome identified obstacles?

Theory of Shared Vision for Economic and Workforce Development

Economic Developer targets

- Location/site
 - Focus for attracting, retaining, or expanding business and human capital
 - Based upon regional research



Theory of Shared Vision for Economic and Workforce Development

Workforce Developer furnishes

- Guidance regarding
 - Skill design for competitive strategy
 - Coordinated, partner-provided training and education



Theory of Shared Vision for Economic and Workforce Development

EDs and WDs

- Work together to envision regional initiatives that
 - Strengthen ability of communities to respond to growth & development
 - Offering such structural supports
 - child care
 - Transportation
 - literacy education
 - Minimize obstacles for developing skilled workforce



Theory of Shared Vision for Economic and Workforce Development

Which Leads To

- Cluster-based workforce development
 - Builds on related business specializations
 - Benefits groups of businesses
 - Helps develop a skilled work sector



Theory of Shared Vision for Economic and Workforce Development

Leading To

- A strong skill-development infrastructure that
 - Attracts and further develops a capable workforce
 - They contribute to the culture and life of the community



Theory of Shared Vision for Economic and Workforce Development

Which Leads To:

- The identification of further E.D. opportunities
 - Further refinement of human capital
 - Business attraction, retention and expansion



Theory of Shared Vision for Economic and Workforce Development

Which Results In:

- E.D. and W.D. benchmarks that are
 - Community-based
 - Continually gaining economic and cultural strength
 - Models for other communities



Discussion Questions for Theory of Shared Vision

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- How do you think that the Theory of Shared Vision can help us as a roadmap to where we are trying to go collaboratively, as economic development and workforce development professionals?
- According to this theoretical model, what have we typically been missing?
- What do you believe are some of the most important, and challenging, milestones along this “pathway”?
- Where do you see economic developers and workforce developers bringing about a new way of working together?
- What do economic developers need most from workforce developers?
- What do workforce developers need most from economic developers?
- What are some practical things that the two groups can do together to help citizens who do not specialize in either discipline to become part of this formula for success?
- What agencies can participate and contribute, helping workforce and economic development take shape?

Approaching a Common Vision for Business Outreach in ED and WD

The economic strength of a community is based upon the level of investment in its people and businesses.

What are we trying to do together?

- Attract business and industry to the region
- Retain and expand existing businesses in the region
- Facilitate entrepreneurial development

How does this work?

- **Visionary, inclusive leadership is the linchpin of success** and often occurs in the form of project recognition
- **Economic and Workforce Development function together** as a combined and powerful, generative force, dedicated to building the community
- **Working partnerships between businesses and agencies** result from strategic research and resultant vision for redefining the community.

How does this work?

- **Focus** is the critical component that **brings together interested partners.**
- Economic development engages governments or community-based (neighborhood) organizations in **stimulating or maintaining business** activity and/or employment.
- Implicit in Economic Development is the recognition of **opportunity**

How does this work?

- **Partnering** is the cornerstone of economic development
- **Barriers to growth** must be acknowledged and addressed
 - Resource shortage (identify agencies that can help)
 - Labor supply shortage (examine training opportunities; target incentives for attracting candidates to a given discipline)
 - Lack of amenities and cultural activities (stimulate interest in developing attractions that build the community)

How does this work?

- **“Begin with something”** approach:
 - Begin with a tangible opportunity
 - Build on the opportunity by adding supporting components to it
- **Benefits** of Economic Development:
 - Change in regional perspective/self-definition
 - Expansion of opportunities in knowledge base of global new economy

How does this work?

- Primary activities in E.D. and W.D. include
 - **retention** of businesses (retooling)
 - **expansion** of existing businesses and entrepreneurialism
 - and **attracting new business**
- E.D. has typically been perceived solely emphasizing new business attraction.
 - This is an incomplete view, and represents only a portion of the discipline.

Practical Realities: an Approach to Working Together

$$\begin{array}{c} \text{People prosperity} \\ + \\ \text{Place prosperity} \\ = \\ \text{Economic and} \\ \text{Workforce Development} \end{array}$$

Practical Realities: an Approach to Working Together

- The primary asset of a region or community is its human capital
- Community members represent a potential workforce and customer base
- Community members further define the level of culture attracted to and thriving in a community

How to support a vibrant workforce and community population?

- A trained/educated workforce
- Educational and training organizations that attract new community members
- Cultural benefits and attractions that build an increasingly qualified workforce and consumer group

Of critical importance are the following components:

- Recognize/Define Opportunity
- Attract the right partners
- Train people
- Retain business
- Skill-build in the community

Working Together

- How can WD and ED professionals develop mutually beneficial opportunities and gain buy-in from each other?
 - Identify basis of advantage for each participating partner
 - Design what works through identification of mutually-enhancing strategies and offerings
 - Explore a timetable and resource calendar, specifying who/what/when/how
 - Highlight differences between what can be achieved by agencies alone and together
 - Tap into large, unused labor forces (youth, hard-to-serve populations)

Working Together

- QUESTIONS TO CONSIDER
 - How can communities/regions distinguish themselves as centers of opportunity, when faced with competition from the labor markets of India and China?
 - How can communities/regions maximize opportunities ?
 - What is the best way to ensure company profitability?
 - What technical assistance is needed to strengthen company practices?
 - What role does the community college play?

Who does what by when?

- The “chicken and egg” conundrum of ED and WD necessitates
 - Emergent leadership in either or both fields
 - The need to question several core elements...

Building the Knowledge Base

Ask yourselves:

“What compelling or unique factor associated with E.D. & W.D. does this community possess?”

Building the knowledge base...(cont.)

- “What is the starting point for the shared pursuit of economic/workforce development?”
 - New or existing business
 - Population or community characteristics
 - Small business and entrepreneurship in the region
 - Technical and financial support
 - Integrated human services, furnished by regional partners
 - Talent development as a strategic advantage
 - Productive capacity in disadvantaged areas
 - International development opportunities

Building the knowledge base...(cont.)

- “What incentives and support can be structured to stimulate development of competitive advantage in the region?”
 - Offer technology, training and market development to firms that help the region compete
 - Target assistance to industries that respond to the region’s competitive potential
 - Build organizations that support mutually-enhancing industries
 - Provide stimulus packages and incentives that shape the region’s competitive advantage

Building the knowledge base...(cont.)

- Practical Approaches for Mutual Support and Integration
 - Integrate and emphasize workforce development into all outreach performed by partners
 - Highlight the competitive advantage of this critical facet of business services
 - Encourage businesses to pursue international activities that help to grow the local area
 - Stimulate collaborative principles throughout the region

Group Activity

See Generating Workforce Partnership handout

Break into small groups and discuss a current or recent example of “people + place prosperity” in your region. If group members represent more than one region, select one or two areas to discuss. Answer the following questions, and be prepared to share highlights of your conversation with the large group:

- What “unique factor” brought/is bringing people together to plan for the community?
- What roles were/are perceived for the various partnering agencies that came to the table?
- What obstacles emerged/are emerging to making the vision come to reality?
- What was/is most important in bringing partners together to bring the vision to fruition?

Identifying Competitive Advantages in the Region

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- Questions to consider:
 - What factors place our region in a competitive position? (available labor force, desirable climate, resource availability, educational institutions)
 - What “untapped” resources do we possess?
 - How can these resources (human, fiscal, physical, resource-based) be identified and used?
 - How are we positioned for success?
 - What capacities do we bring to the equation?
 - How can working together provide potentially unique results?

Group Activity

See Competitive Advantage
handout

Consider the community in which you live and work. Examine each of the categories of competitive advantage.

Work in a small group to :

- 1) list the competitive advantages your community possesses, and
- 2) identify opportunities to build upon each of these areas.

Be prepared to share your answers with the larger group